



Town Council Agenda Report

SUBJECT: Resolution

CONTACT PERSON/NUMBER: Thomas Willi, Interim Town Administrator, (954) 797-1030

TITLE OF AGENDA ITEM: A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, CREATING THE CLASS SPECIFICATION FOR THE POSITIONS OF HUMAN RESOURCES DIRECTOR AND TOWN CLERK IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

REPORT IN BRIEF: Pursuant to a request from the Interim Town Administrator, the Town of Davie retained DMG-MAXIMUS to develop job descriptions and recommend pay grade assignments for the class specifications of Human Resources Director and Town Clerk. The recommended pay grade for the Human Resources Director is 533, and the recommended pay grade for the Town Clerk is 529.

PREVIOUS ACTIONS: Not Applicable

CONCURRENCES: Not Applicable

FISCAL IMPACT: Not Applicable

RECOMMENDATION(S): Motion to approve the Resolution

Attachment(s): Resolution, DMG-MAXIMUS Correspondence, Class Specifications

RESOLUTION NO. _____

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, CREATING THE CLASS SPECIFICATION FOR THE POSITIONS OF HUMAN RESOURCES DIRECTOR AND TOWN CLERK IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

WHEREAS, the Town of Davie retained DMG-MAXIMUS to develop a class specification and recommend a pay grade assignment for the positions of Human Resources Director and Town Clerk; and

WHEREAS, DMG-MAXIMUS has evaluated the class specifications for a Human Resources Director and recommended it to be assigned to pay grade 533, and recommended the class specification of Town Clerk to be assigned to pay grade 529; and

WHEREAS, Town of Davie recommends that the Town Council adopt the class specifications for Human Resources Director and Town Clerk in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie Non-Represented Pay and Classification Plan needs to be amended to reflect such changes.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The class specification for Human Resources Director, pay grade 533, and class specification for Town Clerk, pay grade 529, is hereby created in the Non-Represented Pay and Classification Plan and attached hereto as Exhibits "A" and "B".

SECTION 2. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS _____ DAY OF _____, 2000.

MAYOR/COUNCILMEMBER

ATTEST:

TOWN CLERK

APPROVED THIS _____ DAY OF _____, 2000.



July 21, 2000

Ms. Freda Gellerstein
Personnel Coordinator
Town of Davie
6591 Orange Drive
Davie, Florida 33314-3399

Dear Ms. Gellerstein:

The creation of the following two positions indicates that they should fall in the following pay grades:

<u>Position Title</u>	<u>Pay Grade</u>
Personnel Director	533
Town Clerk	529

If you have any questions or concerns, please feel free to contact me at (843)406-7761.
Thank you very much for your time and have a great day!

Sincerely,

A handwritten signature in black ink, reading 'Christi Lane Johnson', is written over the printed name.

Christi Lane Johnson
Consultant
DMG-MAXIMUS, INC.

CLASS SPECIFICATION

HUMAN RESOURCES DIRECTOR

GENERAL STATEMENT OF JOB

Under limited supervision, plans, organizes and directs the Town's Human Resources Department. Provides guidance to the Town Administrator, management and staff regarding proper workplace activities, behaviors, decisions, etc., and ensures that the necessary federal and state regulations are addressed as needed. Supervises assigned staff and reviews work of subordinates for completeness and accuracy. Reports to the Town Administrator.

SPECIFIC DUTIES AND RESPONSIBILITIES

ESSENTIAL JOB FUNCTIONS

Supervises Human Resources operations; directs and supervises duties of assigned staff. Supervisory duties include instructing, assigning, reviewing and planning work of others; maintaining standards; coordinating activities; allocating personnel and acting on employee problems. Reviews the work of subordinates for completeness and accuracy; evaluates and makes recommendations as appropriate; offers advice and assistance as needed.

Administers and evaluates the hiring, management and termination of Town employees and the disbursement of benefits to the entire workforce. Identifies problem areas and makes recommendations for policy and procedure adjustments as necessary, taking all applicable ethics and legal ramifications into consideration.

Supervises the processing and maintenance of personnel transactions, records, and files pertaining to appointments, transfers, promotions, separations, pay adjustments, and related personnel actions; secures the approval of personnel transactions by the Town Administrator as required; directs the preparation and maintenance of personnel records and reports for the Town Administrator and Town Council.

Oversees negotiations of collective bargaining agreements on behalf of Town; conducts grievance hearings and may participate in personnel board hearings; participates in decisions to remedy employee appeals.

Directs the administration of employee benefit programs, including workers compensation insurance, property and liability insurance, and processing of claims under such policies.

Monitors compliance with such policies or legal requirements as Fair Labor Standards, EEOC guidelines, collective bargaining agreements, personnel rules and regulations, grievance procedures, the classification plan and applicable local, state and federal policies; coordinates all actions in response to legal claims against Town.

Develops, implements and updates Town Affirmative Action plans, ADA transitional plans, personnel policies and procedures manuals, sexual harassment policies, etc.

Human Resources Director

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Administers an effective recruitment program. Assists director in employee selection.

Directs the Town's employee benefit program, including employee training, counseling, safety program and worker's compensation; acts as staff advisor to Safety Committee. Manages annual health insurance enrollment and implementation, including calculating payroll deductions.

Supervises the ongoing employee performance evaluation program.

Assists Town Administrator in the maintenance of classification/compensation plans.

Oversees the preparation and submits required reports concerning EEOC, OSHA, worker's compensation, etc., as required by state and federal regulations.

Administers the annual Human Resources Department budget; monitors and approves expenditures.

Supervises maintenance and repair of vehicles owned and leased by Town and of other equipment as necessitated by insurance coverage.

Uses a computer to record and retrieve various information, and to prepare graphics, spreadsheets, reports and correspondence.

Receives and responds to complaints from employees and the public.

Receives, reviews, prepares and/or submits various records and reports including staffing requests, personnel action forms, applications, urinalysis and physical exam reports, personnel records, insurance documents, performance appraisals, accident and injury reports, various required reports, memos, correspondence, etc.

Interacts and communicates with various groups and individuals such as the Town Administrator, subordinates, other Town directors and employees, retirees, attorneys, consultants, business and community leaders, medical personnel, insurance representatives, elected and appointed officials, sales representatives and the general public.

ADDITIONAL JOB FUNCTIONS

Performs other related duties as required.

MINIMUM TRAINING AND EXPERIENCE

Requires a Bachelor's Degree in public administration, human resources, business or related field, with Master's Degree in Public Administration or Management preferred, supplemented by five to seven years of progressively responsible experience in human resource administration, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of machines and equipment including a computer, basic office equipment, telephone, calculator, etc. Must be able to exert up to five pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time, but may involve walking or standing for periods of time. Must be able to lift and/or carry weights of up to fifteen pounds.

Date: _____ **Comments:** _____

structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

Interpersonal Communications: Requires the ability of speaking and/or signaling people to convey or exchange information. Includes giving assignments and/or directions to subordinates and receiving assignments and/or directions from supervisor.

Language Ability: Requires ability to read a variety of policies and procedures, computer manuals, codes and regulations, benefits documentation, etc. Requires the ability to prepare complex records and reports, policy reviews and updates, analytical reports, correspondence, etc. with proper format, punctuation, spelling and grammar, using all parts of speech. Requires the ability to speak with and before others with poise, voice control and confidence.

Intelligence: Requires the ability to apply principles of logical thinking to define problems, collect data, establish facts and draw valid conclusions; to deal with several abstract and concrete variables. Requires the ability to apply influence systems in managing a staff; to learn and understand relatively complex principles and techniques; to make independent judgments in absence of supervision; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received information and to understand and implement basic office machinery functions.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to follow and give verbal and written instructions; to counsel and teach employees. Must be able to communicate effectively and efficiently in a variety of technical and/or professional languages including benefits administration, personnel, counseling, labor law, etc.

Numerical Aptitude: Requires the ability to add and subtract totals, to multiply and divide, to utilize mathematical formulas, to determine percentages and decimals and to determine time. Must be able to use practical applications of fractions, percentages, ratio and proportion.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape, and visually read various information.

Motor Coordination: Requires the ability to coordinate hands and eyes using office machinery.

Manual Dexterity: Requires the ability to handle a variety of items, keyboards, office equipment, control knobs, buttons, switches, catches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Does not require the ability to differentiate colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress when confronted with emergency situations or tight deadlines.

Physical Communications: Requires the ability to talk and/or hear: (talking: expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear).

PERFORMANCE INDICATORS

Knowledge of Job: Has thorough knowledge of the methods, procedures and policies of the Town as they pertain to the performance of duties of the Human Resources Director. Is knowledgeable in the laws, ordinances, standards and regulations pertaining to the specific duties and responsibilities of the position. Is able to ensure departmental and Town compliance with all laws and regulations related to human resources, and to control the activities of the department through effective supervision. Has thorough knowledge of the organization, of the department and of related departments and agencies. Has considerable knowledge of the functions and interrelationships of Town and other governmental agencies. Knows how to plan, organize and direct a clerical staff; is able to provide guidance to department directors and Town Administrator regarding Human Resources issues. Has the ability to offer instruction and advice to subordinates and co-workers regarding Town and departmental policies, methods and regulations. Is able to perform employee evaluations and to make recommendations based on results. Has the ability to offer training and assistance to co-workers and employees of other departments as needed. Has the ability to use independent judgment as needed in performing routine and non-routine

tasks. Is able to take the initiative to complete the duties of the position without the need of direct supervision. Is able to read and interpret complex materials pertaining to the responsibilities of the job. Knows how to prepare routine and analytical reports, budget documents, policy reviews and updates, correspondence, etc. Has comprehensive knowledge of the terminology and various professional languages used within the department. Knows how to maintain effective relationships with personnel of other departments, professionals and members of the public through contact and cooperation. Is capable of working under stressful conditions as required. Knows how to react calmly and quickly in emergency situations. Knows how to make public presentations. Has the mathematical ability to handle required calculations. Has the ability to plan, organize and prioritize daily assignments and work activities. Has good organizational, technical and human relations skills. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Has skill in the use of computers. Knows how to operate and maintain a variety of office equipment as necessary in the performance of daily activities. Is able to compile, organize and utilize various financial information necessary in the preparation of the departmental budget, and knows how to prepare and monitor the budget.

Quality of Work: Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interaction with all Town departments and divisions, co-workers and the public.

Quantity of Work: Performs described "Specific Duties and Responsibilities" and related assignments efficiently and effectively in order to produce quantity of work which consistently meets standards and expectations of the Town.

Dependability: Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, Town policy, standards and prescribed procedures. Remains accountable to assigned responsibilities in the technical, human and conceptual areas.

Attendance: Attends and remains at work regularly and adheres to Town policies and procedures regarding absences and tardiness. Provides adequate notice to higher management with respect to vacation time and time-off requests.

Initiative and Enthusiasm: Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be done and initiates proper and acceptable direction for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies problems or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to problems or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches problems, situations and alternatives before exercising judgment.

Cooperation: Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with Town policy or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation between all staff persons and departments within the Town.

Relationships with Others: Shares knowledge with managers, supervisors and staff for mutual and Town benefit. Contributes to maintaining high morale among all Town employees. Develops and maintains cooperative and courteous relationships with department employees, staffers and managers in other departments, representatives from organizations, and the public so as to maintain good will toward the Town and to project a good Town image. Tactfully and effectively handles requests, suggestions and complaints from other departments and persons in order to maintain good will within the Town. Emphasizes the importance of maintaining a positive image within the Town. Interacts effectively with Town Administrator, Town Council, directors and employees, professionals and the public.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of elements of work and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activities in accordance with priorities and estimated schedule.

Safety and Housekeeping: Adheres to all safety and housekeeping standards established by the Town and various regulatory agencies. Sees that the standards are not violated. Maintains a clean and orderly workplace.

Planning: Plans, directs and uses information effectively in order to enhance activities and production of the department. Knows and understands the expectations of the Town regarding the activities of the department and works to see that these expectations are met. Designs and formulates ways, means, and timing to achieve the goals and objectives of the department and the Town. Within constraints of Town policy, formulates appropriate strategy and tactics for achieving departmental and Town objectives. Effectively and efficiently organizes, arranges and allocates manpower, financial and other designated resources to achieve the goals and objectives of the department and the Town.

Organizing: Organizes work and that of subordinate staff well. Ensures that staff members know what results are expected of them and that they are regularly and appropriately informed of all Town and department matters affecting them and/or of concern to them.

Staffing: Selects and recommends employment of personnel for the department and Town who are qualified both technically and philosophically to meet the needs of the department and the Town. Personally directs the development and training of department, ensuring that they are properly inducted, oriented and trained.

Leading: Provides a work environment which encourages clear and open communications. Has a clear and comprehensive understanding of the principles of effective leadership and how such principles are to be applied. Provides adequate feedback to staff so they know whether their performance levels are satisfactory. Commends and rewards employees for outstanding performance yet does not hesitate to take disciplinary action when necessary. Exercises enthusiasm in influencing and guiding others toward the achievement of Town goals and objectives.

Controlling: Provides a work environment which is orderly and controlled. Coordinates, audits, and controls manpower and financial resources efficiently and effectively. Coordinates, audits, and controls the utilization of materials and equipment efficiently and effectively. Has a clear and comprehensive understanding of Town standards, methods and procedures.

Delegating: Assigns duties to staff as necessary and/or appropriate to meet department goals, enhance staff abilities, build confidence on the job and assists staff members in personal growth. Has confidence in staff to meet new or additional expectations.

Decision Making: Uses discretion and judgment in developing and implementing courses of action affecting the department. When a particular policy, procedure or strategy does not foster the desired result, moves decisively and explicitly to develop and implement alternatives.

Creativity: Regularly seeks new and improved methodologies, policies and procedures for enhancing the effectiveness of department and Town. Employs imagination and creativity in the application of duties and responsibilities. Is not adverse to change.

Human Relations: Strives to develop and maintain good rapport with all staff members. Listens to and considers their suggestions and complaints and responds appropriately. Maintains the respect and loyalty of staff.

Policy Implementation: Has a clear and comprehensive understanding of Town policies regarding the department and Town function. Adheres to those policies in the discharge of duties and responsibilities and ensures the same from subordinate staff.

Policy Formulation: Keeps abreast of changes in operating philosophies and policies of the Town and continually reviews department policies to ensure that any changes in Town philosophy or practice are appropriately incorporated. Also understands the relationship between operating policies and practices and department morale and performance. Works to see that established policies enhance same.

CLASS SPECIFICATION

TOWN CLERK

GENERAL STATEMENT OF JOB

Under limited supervision, performs highly responsible administrative work, organizing, directing and coordinating the operations of the Town Clerk's office. Acts as the custodian of official records and documents and supervisor of elections. Responsible for assisting in all proceedings of the Town Council, advisory boards and production and safekeeping of all records related to Town Council and the advisory boards, and for a variety of other duties of an administrative nature pertaining to Town operations.

Reports to the Town Administrator.

SPECIFIC DUTIES AND RESPONSIBILITIES

ESSENTIAL JOB FUNCTIONS

Oversees preparation of agenda packet; preparation of ordinances, resolutions and other related materials for Town Council meetings; attends or provides staff for Council/advisory board meetings to take minutes, type and distribute the minutes; processes all ordinances, resolutions and other actions by Council; reviews all agendas and minutes from Town advisory boards.

Directs and participates in the indexing, filing and maintaining of a variety of official records and documents; maintains up to date files of Town ordinances and resolutions as Town records custodian.

Writes, edits or coordinates the preparation of budget, reports, general correspondence or other printed materials; researches content items for precedents, correctness of presentation and applicability.

Performs duties of Town tax collector, collecting monies preparing notices and handling related correspondence; approves, signs, and distributes all checks for the Town.

Coordinates activities pertaining to Town elections, including qualifying candidates, hiring poll workers, receiving and processing applicable reports, and preparing public notices and ballots, as per Town Code and Charter, and State ordinances.

Acts as staff liaison to the Charter Review Committee; may be required to serve as staff liaison to other Town Committees and Advisory Boards.

Supervises registration of vehicles owned and leased by Town and of other equipment as necessitated by insurance coverage.

Coordinates Town franchise agreements, such as for telephone, cable TV, waste management, etc.

Maintains inventory of supplies for department, administering all expenditures and purchase orders.

Interviews applicants for employment; evaluates employees in Town Clerk's Office.

Directs and supervises staff.

Supervises preparation and publication of legal notices.

Participates as member of Bid Specification Committee, in all formal bid awards and requests for proposals awards pertaining to all purchases by and services for Town.

Prepares various reports as required.

Serves as clerk to Town Council; attends meetings and records, oversees preparation and maintenance of meeting minutes; provides administrative and clerical support to Council as required.

Interacts and communicates with various groups and individuals such as the Town Administrator, Town Council, other administrative staff and department heads, all other Town employees, auditors, other government agencies, bankers, sales representatives, various outside agencies and organizations, and the general public.

Acts as liaison with the State for records retention and destruction; coordinates storage and destruction of Town records.

ADDITIONAL JOB FUNCTIONS

Performs other related work as required.

MINIMUM TRAINING AND EXPERIENCE

Bachelor's Degree in public administration, business administration, or related field and a minimum of seven years municipal experience or any equivalent combination of education and training which provides the required skills, knowledge, and abilities and a minimum of seven years of municipal experience; and performing complex office work administration, preferably in a supervisory role. Certified Municipal Clerk designation is preferred.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of machines and equipment including a computer, telephone, etc. Must be able to exert up to five pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time, but may involve walking or standing for periods of time. Must be able to lift and/or carry weights of five to ten pounds.

Data Conception: Requires the ability to compare and/or judge the readily observable functional, structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

Interpersonal Communications: Requires the ability of speaking and/or signaling people to convey or exchange information. Includes receiving direction and instruction from supervisor.

Language Ability: Requires ability to read a variety of policies and procedures, financial documents, accounting manuals, tax manuals, etc. Requires the ability to prepare financial records, checks, ledgers, reconciliations, correspondence, etc. with proper format, punctuation, spelling and grammar, using all parts of speech. Requires the ability to speak with and before others with poise, voice control and confidence.

Intelligence: Requires the ability to apply principles of logical thinking to define problems, collect data, establish facts and draw valid conclusions; to deal with several abstract and concrete variables. Requires the ability to learn and understand relatively complex principles and techniques; to make independent judgments in absence of supervision; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received information.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to follow verbal and written instructions. Must be able to communicate effectively and efficiently in a variety of technical and/or professional languages including accounting.

Numerical Aptitude: Requires the ability to add and subtract totals, to multiply and divide, to use mathematical formulas, to determine percentages and decimals and to determine time.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape, and visually read various information.

Motor Coordination: Requires the ability to coordinate hands and eyes using office equipment.

Manual Dexterity: Requires the ability to handle a variety of items, keyboards, office equipment, control knobs, buttons, switches, catches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Does not require the ability to differentiate colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress when confronted with emergency situations or tight deadlines. The worker may be subject to tension as a regular, consistent part of the job.

Physical Communications: Requires the ability to talk and hear: (talking: expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear).

PERFORMANCE INDICATORS

Knowledge of Job: Has thorough knowledge of the methods, procedures and policies of the Town as they pertain to the performance of duties of the Town Clerk. Has knowledge of the functions and interrelationships of Town and other governmental agencies. Is knowledgeable in the laws, ordinances, standards and regulations pertaining to the specific duties and responsibilities of the position. Has considerable knowledge of organization, functions and programs of municipal government. Has considerable knowledge of standard and approved practices and procedures employed in the processing, safekeeping and utilization of official documents and records. Has considerable knowledge of municipal and state fiscal regulations, policies and procedures. Is able to make sound, educated decisions. Is capable of monitoring expenditures and maintaining accounts within budgetary limitations. Is capable of producing quality work which requires constant attention to detail. Has the ability to offer assistance to co-workers and employees of other departments as required. Is able to work with a variety of officials at different levels of government under differing managerial controls and at different physical locations. Is able to take the initiative to complete the duties of the position without the need of direct supervision. Has the ability to plan, organize and prioritize daily assignments and work activities. Has good organizational, technical and human relations skills. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Has knowledge of proper English usage, punctuation, spelling and grammar. Has knowledge of modern office practices and technology; has skill in the use of computers for word and data processing. Is able to read and interpret complex materials pertaining to the responsibilities of the job. Is able to assemble and analyze information and make written reports and records in a concise, clear and effective manner. Has knowledge of the terminology and various professional languages used within the department. Knows how to maintain effective relationships with personnel of other departments, professionals and members of the public through contact and cooperation. Knows how to react calmly and quickly in emergency situations.

Quality of Work: Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of

entities with whom the position interacts.

Quantity of Work: Performs described Essential Functions and related assignments efficiently and effectively in order to produce quantity of work which consistently meets established standards and expectations.

Dependability: Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, policy, standards and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human and conceptual areas.

Attendance: Attends work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides adequate notice to higher management with respect to vacation time and leave requests.

Initiative and Enthusiasm: Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished, and initiates proper and acceptable action for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches issues, situations and alternatives before exercising judgment.

Cooperation: Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with established policies or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation intra- and inter-departmentally.

Relationships with Others: Shares knowledge with managers, supervisors and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships inter- and intra-departmentally, and with external entities with whom the position interacts. Tactfully and effectively handles requests, suggestions and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of work elements and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

Safety and Housekeeping: Adheres to all established safety and housekeeping standards. Ensures such standards are not violated. Maintains a clean and orderly workplace.

Planning: Plans, directs and uses information effectively in order to enhance activities and production of the department. Knows and understands the expectations of the Town regarding the activities of the division and works to see that these expectations are met. Designs and formulates ways, means and timing to achieve the goals and objectives of the department and the division. Within the constraints of Town policy, formulates the appropriate strategy and tactics for achieving division and departmental objectives. Organizes, arranges and allocates manpower, financial and other designated resources in an efficient and effective way so as to achieve the goals and objectives of the division and department.

Organizing: Organizes work and that of subordinate staff well. Ensures that staff members know what results are expected of them and that they are regularly and appropriately informed of all Town and department matters affecting them and/or of concern to them.

Town Clerk

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employment of personnel for the division who are qualified both technically and philosophically to meet the needs of the division and the department. Personally directs the development and training of division personnel in order to ensure that they are properly inducted, oriented and trained.

Leading: Provides a work environment which encourages clear and open communications. Has a clear and comprehensive understanding of the principles of effective leadership and how such principles are to be applied. Provides adequate feedback to staff so that they know whether their performance levels are satisfactory. Commends and rewards employees for outstanding performance yet does not hesitate to take disciplinary action when necessary. Exercises enthusiasm in influencing and guiding others toward the achievement of department goals and objectives.

Controlling: Provides a work environment which is orderly and controlled. Coordinates, audits and controls manpower and financial resources efficiently and effectively. Coordinates, audits and controls the utilization of materials and equipment efficiently and effectively. Has a clear and comprehensive understanding of Town standards, methods and procedures.

Delegating: Assigns additional duties to staff as necessary and/or appropriate in order to meet division goals, enhance staff abilities, build confidence on the job and assist staff members in personal growth. Has confidence in staff to meet new or additional expectations.

Decision Making: Uses discretion and judgment in developing and implementing courses of action affecting the division. When a particular policy, procedure or strategy does not appear to be achieving the desired result, moves decisively and definitively to develop and implement alternatives.

Creativity: Regularly seeks new and improved methodologies, policies and procedures for enhancing the effectiveness of the division and the department. Employs imagination and creativity in the application of duties and responsibilities. Is not averse to change.

Human Relations: Strives to develop and maintain good rapport with all staff members. Listens to and considers suggestions and complaints and responds appropriately. Maintains the respect and loyalty of staff.

Policy Implementation: Has a clear and comprehensive understanding of Town policies regarding the division, department and Town function. Adheres to those policies in the discharge of duties and responsibilities and ensures the same from subordinate staff.

Policy Formulation: Keeps abreast of changes in operating philosophies and policies of the Town and continually reviews division policies in order to ensure that any changes in Town philosophy or practice are appropriately incorporated. Also understands the relationship between operating policies and practices and department morale and performance. Works to see that established policies enhance same.